V. Critical Elements for Replicating the CLEAR Program

Think community.

\- Michael Genelin[1]

The purpose of this section is to outline critical elements that need to be considered in replicating the CLEAR program – that is, how CLEAR might be created someplace else. Elements are considered at three program levels: operational, policy and executive, and fiscal.

The CLEAR Executive Committee has continually examined, at all levels, ways in which CLEAR is functioning effectively and ways in which to improve the program. As a pilot program, CLEAR has always been what management professionals call a "learning organization." The following set of guidelines reflects the critical lessons that have been learned during the program's first three years.

A. Operational

1. Have written statements of goals and objectives and guidelines for field operations. This is being done with the CLEAR Program Manual.

2. Provide ongoing orientation and training for staff development and team building across departmental boundaries.

3. Institute a recurring operational planning process. Each CLEAR site is asked to produce a 90-day operational plan every 90 days.

4. Require monthly reporting of activities by each participating agency, using a standard format with easy responses such as filling in numbers. The CLEAR monthly tracking system is an example.

5. Encourage the use of local automated data bases for operations personnel. CLEAR has done this most effectively with crime statistics and at one location with a highly useful data base on local probationers.

6. Ensure that Operations Team managers are sufficiently connected to overall administrative staff in order to not only facilitate everyday tasks but to ensure that executive directives are carried out. This was implemented near the end of CLEAR Phase II.

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[1] Mike Genelin, DA, was the first CLEAR Program Coordinator and a member of the task force that created the original CLEAR concept and program.

7. Ensure that operations staff are assigned, and given time, to develop community involvement at the individual and institutional levels.

8. Encourage contact and information sharing between operations and executive staff. This occurs monthly at CLEAR program-wide operations meetings with the Executive Committee Chair.

9. Ensure that site co-location is convenient and functional for all law enforcement agencies. CLEAR has experienced considerable difficulty obtaining fully functioning facilities (phones, computers, etc.) in a timely fashion.

B. Policy and Executive

1. Engage local political offices in endorsing and participating in the program.

2. Ensure that Executive Committee members have access to, or are themselves a part of, higher levels of their participating departments.

3. Ensure the solid commitment of the core departments.

4. Make it a priority for the program to institutionalize geographic targeting and inter-organizational collaboration into departmental policies.

5. Articulate the program's "logic model" of the essential elements and their causal connections. This is especially important in connecting law enforcement activity with community-building. The logic model will specify where resources must be allocated to produce desired outcomes.

6. Ensure that the program executive body has sufficient administrative support, particularly if the program is multi-site.

C. Fiscal

1. Construct fiscal policy that will promote the desired balance of operations, administration, support services (including community programs) and complementary functions.

2. Keep program goals in line with available resources.

3. Consciously use available funds to not only pay for resources, but to leverage additional department resources and ensure that CLEAR is a departmental priority.

The Cost of Replication

As indicated earlier (page 38), the direct cost of current programs is only a starting point for estimating the cost of replication. Adjustments would need to be made for possibly more efficient start-up, based on the experience and materials from the current CLEAR program, for in-kind support available at new sites, and for the level of investment designated for operations, support and complementary services, including evaluation.

Without knowing the many contingencies involved such as available staffing and facilities, policies and community support, it is safe to estimate that the cost of replicating an essentially "CLEAR-like" program at one site for one year would be close to $1 million. To the extent to which in-kind staff, space and equipment are available and complementary services (e.g., prevention programming, evaluation) not considered, the cost could be half that. It could double, or more, if the most comprehensive version of CLEAR with fully integrated prevention, intervention and suppression programming were implemented.

Ideally, a CLEAR program replication in a different jurisdiction, would also have the broad institutional and political support that has been afforded CLEAR. If so, not only might a good portion of the cost of replication be assumed locally, with both funds and in-kind, but the processes of implementing and maintaining the program – interdepartmental and community collaboration in particular – would be considerably enhanced. That support is definitely a part of the formula for successful replication.